

A STUDY ON THE QUALITY OF WORK LIFE AND TURNOVER INTENTION OF EMPLOYEES IN A TEXTILE MILL

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ABSTRACT

Quality of Work Life (QWL) is the satisfaction of employees towards their working environment. The turnover intention is referred to as the intention of employees to quit the current job. QWL is one of the predominant factors influencing employee turnover intention. The study was undertaken to find the QWL experienced by the employees in SVCN textile mill at Salem district and to find its relationship with employee turnover intention. A sample size of 120 employees from textile mill was taken for the study. The data were collected through personal interview by the researcher using pre-tested and structured interview schedule. From the data it was found that more than 80.0 per cent of the respondents were experiencing medium quality of work life and more than 70.2 per cent of the respondents were having low intention to quit the job. It was also found that there was a negative relationship between QWL and turnover intention of employees. This implies that, if QWL increases the turnover intention of employee decreases. The textile mill should improve the quality of work life which results in decreased turnover intention.

KEYWORDS: Quality of Work Life, Turnover Intention & Textile Mill

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INTRODUCTION

The Indian textile industry is one of the traditional sectors in India. The textile industry plays a vital role in the economy of the country. The textile industry is highly labour intensive sector which has been accommodating human resources with traditional skills. In India, next to agriculture the textile industry is the only industry that has provided huge employment for both skilled and unskilled labourers. As textile industry is highly labour oriented, the labours were the key factor behind the successful functioning of the organization.

Good working condition, pay and other compensation were important criteria considered by the employees working in textile sector. If the employee were dissatisfied with the above criteria, then it results in increased absenteeism, increased intention to quit and reduction in employee performance.

Quality of Work Life (QWL) is the favourableness or unfavourableness of a job environment for people (Rathamani *et al.*, 2013). It is the satisfaction of employees towards their working environment. QWL is an important approach noted by many managers. The turnover intention is prerequisite to leave one's job or

organization (Belete, 2018). It is the intention of employee to quit the current job. QWL has an inverse relationship with employee turnover intention. Good QWL will leads to reduction in employee turnover intention.

The development of better HR practices is important for the better performance of the employees in the organization. In order to achieve the organizational performance, QWL at the organization should be robust. The present study was conducted in SVCN textile mill at Salem district to study the QWL experienced by the employees and their intention to quit the job.

METHODOLOGY

The study was conducted in SVCN textile mill in Salem district during the year 2018-2019. The textile mill consists of approximately 250 employees and 120 employees were selected conveniently for the study. The data was collected through personal interview using well structured and pretested interview. The quality work life was measured using Walton's quality of work life questionnaire adopted by Timossi *et al.* (2008). Turnover intention of employees was measured using turnover intention scale which is a sub scale from MOAQ by Cammann *et al.* (1979). In this study correlation and regression analysis were used to analyze the relationship between QWL and employee turnover intention.

RESULTS AND DISCUSSIONS

Demographic Characteristics of the Employees

Demographic profiles are one of the important factors which play a vital role in understanding the employees' perception over quality of work life in any organization. Analysing the profile of the employees with respect to age, gender, educational qualification, marital status, designation and work experience would serve as prerequisite for better understanding of the employees in the textile mill. The results are furnished in Table 1.

Quality of Work Life of Employees

The determinants that were used to measure the QWL of employees in an organization were paid compensation, safe working condition, use of capacity at work, growth and opportunity at work, work life balance, social relevance at work, and constitutionalism at work and social integration at work. The overall QWL can be achieved through the summation of these components, which is analyzed and presented in Table 2. It could be seen from the result that 80.00 per cent of respondents were experiencing moderate level of QWL followed by high level of QWL (10.80 per cent) and low level of QWL (9.20 per cent). The textile mill should improve the QWL, since most of the employees were experiencing moderate QWL.

Turnover Intention of Employees

It could be inferred from the Table 3 that, 70.80 per cent of the respondents were having low level of turnover intention followed by moderate level of turnover intention (20.0 per cent) and high level of turn over intention (9.20 per cent). The results showed that majority of the respondents were having low level of turnover intention. The textile mill could retain their employees by providing robust QWL.

Relationship between Quality of Work Life and Employee Turnover Intention

The correlation analysis was conceded out to study the linkage between QWL and employee turnover intention. To know the correlation between the variables the Spearman's correlation coefficient was estimated. The results obtained

were furnished in the Table 4. It was found that the Spearman's correlation coefficient between the QWL and employee turnover intention was negative and significant (-0.717**). This confirmed the negative relationship between QWL and employee turnover intention. It could be inferred from the result that, the increase in QWL would lead to decrease in employee turnover intention. Kumar et al.,(2016)also found similar relationship in private hospital sector.

Regression Analysis for Overall QWL and Turnover Intention

Multiple regression analysis was conducted to find the relationship between the turnover intention (dependent variable) and independent variables namely overall QWL, age, gender, educational qualification, Designation and work experience and presented in Table 5.

The regression results for the overall QWL and turnover intention was shown in Table 5. The results indicated that the R² obtained for the regression fitted was 0.617 or 61.7 per cent of variance in dependent variable was explained by the independent variables identified in the study. Turnover intention as dependent variable was influenced by the independent variables viz. Overall QWL, age, gender, educational qualification, designation and working experience.

The regression results for overall QWL and turnover intention of employees implies that, overall QWL ($\beta=-0.667$, $p< 0.05$) has inverse relationship with turnover intention and educational qualification ($\beta=0.236$, $p< 0.05$) has positive relationship with turnover intention. The results implies that, for every unit increase in QWL the turnover intention of employees' decreases by 0.667 units and for every unit increase in educational qualification the turnover intention of employees' increases by 0.236 units. Thus increase in QWL leads to decrease in turnover intention. Almalkiet al.,(2012) also found similar result in primary health care centre.

Regression Analysis for Determinants of QWL and Employee Turnover Intention

The regression result for determinants of QWL and employee turnover intention shown in the Table 6 indicated that, the R² obtained for the regression fitted was 0.602 or 60.2 per cent of variance in dependent variables viz. Adequate compensation, safe working environment, development of human capacities, opportunity to growth and security, social integration at work, constitutionalism at work, total life space and social relevance at work.

It could be seen from the Table 6 that, for every unit increase in adequate pay compensation, the turnover intention of employees decreased by 0.240 units, for every unit increase in opportunity to growth and security, the turnover intention decreased by 0.229 units and for every unit increase in social relevance at work the turnover intention decreases by 0.378 units. The above finding is in accordance with the finding with **Yussoff (2015)**.

Other variables such as safe working condition ($\beta=-0.109$, $p< 0.05$), development of human capacities ($\beta=0.114$, $p< 0.05$), social integration ($\beta=0.013$, $p< 0.05$), constitutionalism at work ($\beta=-0.141$, $p< 0.05$) and total life space ($\beta=0.056$, $p< 0.05$) were found as non-significant variables.

CONCLUSIONS

The level of QWL experienced by a majority of employees in SVCM textile mill was found to be in the medium category. Similarly, the turnover intention of employees was found to be in medium category. The study also revealed the inverse relationship between QWL and employee turnover intention. Among the eight determinants of QWL, adequate pay compensation, opportunity to growth and security and social relevance at work were found to be negatively significant with employee turnover intention. Hence the textile mill should concentrate on the above three significant variables to

reduce employee turnover intention.

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APPENDIX

Table 1: Demographic Characteristics of the Selected Employees
n = 120

S. No	Demographic Variable	Number of Respondents	Percentage
I	Age (years)		
1	Up to 30	65	54.20
2	31 to 40	40	33.30
3	More than 40	15	12.50
II	Gender		
1	Male	62	51.70
2	Female	58	48.30
III	Educational Qualification		
1	Illiterate	39	32.50
2	Primary education	13	10.80
3	Middle education	30	25.00
4	Secondary education	30	25.00
5	Collegiate	8	6.70
IV	Marital Status		
1	Married	79	65.80
2	Unmarried	41	34.20
V	Designation		
1	Supervisors	10	91.70
2	Labour workers	110	8.30
VI	Working Experience (years)		

Table 1: Contd.,			
1	Up to 1 year	21	17.50
2	2 to 5 years	38	31.70
3	6 to 10 years	41	34.20
4	More than 10 years	20	16.70

Table 2: Level of QWL

S. No.	Level of QWL	Number of Employees	Per cent
1	Low	11	9.20
2	Medium	96	80.00
3	High	13	10.80
	Total	120	100.00

Table 3: Level of Turnover Intention of Employees

S. No.	Employee Turnover Intention	Number of Employees	Per cent
1	Low	85	70.80
2	Medium	24	20.00
3	High	11	9.20
	Total	120	100

Table 4: Correlation between QWL and Turnover Intention

	Spearman's Rho	Quality of work life	Employee Turnover Intention
Quality of work life	Correlation Coefficient	1.000	-0.717**
	Sig. (1-tailed)		0.000
	N	120	120
Employee turnover intention	Correlation Coefficient	-0.717**	1.000
	Sig. (1-tailed)	0.000	
	N	120	120

(**, Correlation is significant at the 0.01 level (1-tailed).)

Table 5: Regression Analysis for Overall QWL and Employee Turnover Intention

Particulars	Partial Regression Co- Efficient	Standard Error	T- value
Constant	28.282 0.000	2.933	9.644
Overall QWL	-0.667** (0.000)	0.027	-7.760
Age	-0.107 (0.180)	0.546	-1.348
Gender	-0.030 (0.636)	0.622	-0.474
Educational qualification	0.236* (0.005)	0.311	2.838
Designation	0.018 (0.823)	1.465	0.224
Experience	0.080 (0.233)	0.346	1.198
R²	0.617		
F – value	30.383 (0.000)**		
Number of Observations	120		

*- Significant at 5 %level

** - significance at 1% level.

Table 6: Regression Analysis for Determinants of QWL and Turnover Intention

Particulars	Partial Regression Co- Efficient	Standard Error	T- value
Constant	34.916** 0.000	2.507	13.927
Adequatepay compensation	-0.240** 0.010	0.215	-2.633
Safe Working condition	-0.109 0.355	0.197	-0.929
Development of human capacities	0.144 0.139	0.167	1.489
Opportunity to growth and security	-0.229** 0.027	0.191	-2.246
Social integration at work	0.013 0.890	0.219	0.139
Constitutionalism at work	-0.141 0.144	0.225	-1.472
Total life space	0.056 0.568	0.233	0.573
Social relevance at work	-0.378** 0.000	0.173	-4.105
R²	0.602		
F value	21.027** (0.000)		
Number of Observation	120		

*- Significant at 5 %level **- significance at 1% level